

# Lackawanna Public Schools:

*Strategic Plan 2017/18– 2021/22*



## **OUR VISION**

Our Vision is to educate and support all of our students in meeting or exceeding the New York State Learning Standards necessary to graduate from the Lackawanna City School District and to become contributing members of the community.

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## **OUR MISSION**

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All Faculty and Staff of the Lackawanna City School District will implement and continually refine a viable, guaranteed curriculum which is culturally responsive to the needs of all students in order to develop their academic knowledge and skills, educational and career pursuits, lifelong learning and social responsibility.



## OUR BELIEFS:

### Curriculum:

- We are committed to ensuring a guaranteed, viable curriculum and will provide the resources necessary to develop it.
- We believe a strong curriculum will positively impact student achievement and behavior.
- Curriculum development requires all staff professionally collaborating towards a common goal.

### Literacy:

- We believe that literacy will impact lifelong learning and ultimately increase opportunities for future students' success.
- We believe that the earlier we collaborate with families, the school-home connection will be strengthened and will actively engage students and parents in the learning process.
- We believe that using data to identify students' needs will allow us to provide them with the best educational plan.

### Academic Performance:

- All adults modeling a positive attitude will lead students to develop pride and ownership of their school.
- Students seeing their education as relevant means achievement will increase.



## OUR BELIEFS:

### **Parent and Community Engagement:**

- We believe that parents and guardians play a vital role in a student's educational process
- We believe that partnerships between the teachers, parents and community are necessary for the growth and development of our district
- We believe that parents' voices and guardians' voices qualify as critical information for our District to move forward.

### **Culture:**

- Professional excellence in every situation and interaction is critical and necessary.
- Leading by example and practice is more powerful than words.
- All must have a safe and respectful place for learning and working.
- Respect returns respect.
- Being trustworthy creates trust.
- Communication between students, staff, parents and guardians is essential.
- Our school community is both internal and external
- Education is a shared responsibility among family, staff and students respect for diversity is an essential part of positive school climate.



## PARAMETERS:

- We will align our work with the Strategic Plan in order to achieve our Mission, Vision, Beliefs, and Strategic Intentions.
- We will practice participatory decision making throughout the system.
- Additional programs and services will not be added without further analysis and appropriate supports (i.e. training, budget, assessment, measures of success, capacity, staff, etc.)
- We will not allow negativity and lack of support to block our forward progress.
- We know change is necessary to move forward.
- We will fully execute the plan through progress monitoring.

# Communication + Collaboration = Coherence for Student Achievement

## Strategic Intent: Curriculum

1. By 2021-2022, the District will provide a viable, guaranteed PK-12 curriculum for all students.

### Strategy:

Using Ed Vistas, establish and adopt rigorous curriculum at all grade levels PK-12.

### Action Plans:

- 1.1.1. Provide professional development as necessary to develop curriculum mapping skills both horizontally and vertically
- 1.1.2. Decide the common elements that to be used in all curriculum maps (essential standards, content, skills, common assessments, etc.)
- 1.1.3. Choose essential standards at each grade level and content area
- 1.1.4. Create and publish common times for curriculum writing at each grade level, team or content area
- 1.1.5. Collaboratively coordinate schedules for curriculum writing. Develop progress check points
- 1.1.6. Develop a curriculum resource page on the District web site
- 1.1.7. Design and implement district-wide protocols for curriculum writing meeting structures, agendas and minutes reporting
- 1.1.8. Integrate instructional technology and differentiated instruction into curriculum maps  
- provide facilitator or technology integrator to assist teachers
- 1.1.9. Establish vertical teams to align curricular connections grade to grade in content areas
- 1.1.10. Provide facilitation for curriculum meetings (teachers / administrators)  
- have designated facilitator
- 1.1.11. Research models for providing teachers with time  
- look at half day schedule based on SED memo, may need to add a minute to middle/high school class periods (see excel file)  
- communicate with parents through district mailed calendar  
- flex / modify teacher schedule (use 30 minutes today to combine with 30 minutes on another day for an hour of time)
- 1.1.12. Communicate often with teachers to get feedback on the process
- 1.1.13. Include special education teachers and ENL teachers on curriculum writing teams (teachers means all teachers)
- 1.1.14. Collaboratively develop overview of where each grade level and department is in the curriculum writing process
- 1.1.15. Create tasks and include timeline with due dates, focus, schedule
- 1.1.16. Designated facilitator needed for each group and to coordinate with BOCES, Department Heads, grade levels

# Communication + Collaboration = Coherence for Student Achievement

## Strategic Intent: Literacy

2. By 2021-2022 all 5th grade students will be reading on grade level.

## Strategy:

2.1. Develop a PK-5 school-wide and district-wide approach to balanced literacy.

## Action Plans:

2.1.1. Provide professional development on the creation and execution of a balanced literacy program

2.1.2. Establish appropriate reading programs and resources at each grade level to accommodate a balanced literacy program compatible PK-5

2.1.3. Develop and implement common formative literacy benchmarks assessments PK-5 in addition to iReady

2.1.4. Communicate expectations and look-fors at all grade levels

2.1.5. Build a data driven, flexible grouping approach to accommodate individual student needs

2.1.6. Establish elements of grade level writing expectations.

2.1.7. Embed literacy skills in all content area

2.1.8. Integrate the balanced literacy program with Response to Intervention (RtI) to monitor student progress

2.1.9. Provide support for parents to build their capacity to foster literacy growth at home

2.1.10. Align staffing to support a balanced literacy program

2.1.11. Extend ELA Block to 120 minutes to include reading and writing workshops

2.1.12. Infuse social studies topics into ELA Block

2.1.13. Hire Reading Specialists at Martin Road and Truman

2.1.14. Provide support to establish professional development through the reading specialist

2.1.15. Research models for inclusive use of the reading specialist, special education teacher, and ENL teacher

# Communication + Collaboration = Coherence for Student Achievement

## Strategic Intent: Literacy

2. By 2021-2022 all 5th grade students will be reading on grade level.

## Strategy:

2.2. Develop a summer reading program for PreK students.

## Action Plans:

2.2.1. Screen incoming students as early as possible

2.2.2. Communicate the importance of the early screening to parents

2.2.3. Align the summer program with existing reading program to insure consistency in skill development

2.2.4. Collect pre-post data from the summer program

2.2.5. Provide a parent component to support early literacy in the home

2.2.6. Collaborate with local health facility to promote literacy with young children

# Communication + Collaboration = Coherence for Student Achievement

## Strategic Intent: Academic Performance

3. By 2021-2022, our student graduation rate will increase to at least 85%.

## Strategy:

3.1. Improve classroom teaching strategies to reflect research-based practices.

## Action Plans:

3.1.1. Provide professional development in research-based instructional practices in grades PK-12 which is consistent and focused through PLC

3.1.2. Employ the use of you tube and vimeo to demonstrate instructional practices  
- integrate this content into SafeSchools web app for accountability  
- use faculty members to coordinate youtube and vimeo demonstrations

3.1.3. Develop look-fors for classroom visits following professional development  
- train PK-12 teachers and School Building Administrators on Terrific 10 (formerly super 7)

3.1.4. Encourage teacher collaboration around best practices

3.1.5. Implement developed curriculum maps with fidelity in all content areas

3.1.6. Unpack standards and content to insure student understanding

3.1.7. Train teachers to train students in strategies to self-regulate: self-monitor, self-assess, self-advocate, and organize. (habits of mind)  
- <https://www.facultyfocus.com/articles/teaching-and-learning/what-it-means-to-be-a-self-regulated->

3.1.8. Develop, implement and analyze common formative benchmark assessments

3.1.9. Infuse writing into all content areas via curriculum maps. Develop rubrics for continual writing assessment  
- see Southern Cayuga Central School District Writing Curriculum K-12

3.1.10. Develop anchor papers (sample essay responses to assignments) as a basis for peer-and self-assessment

3.1.11. Design lessons to increase active participation for all students

3.1.12. Have a consistent expectation for deliberate delivery of instruction for the entire class time of 41 minutes per period in grades 6 through 12.

# Communication + Collaboration = Coherence for Student Achievement

## Strategic Intent: Academic Performance

3. By 2021-2022, our student graduation rate will increase to at least 85%.

## Strategy:

3.2. Create and monitor a graduation plan for each student.

## Action Plans:

3.2.1. Beginning in grade 7 each student will meet with guidance counselors to develop a plan for graduation to be reviewed annually

3.2.2. Guidance Counselors monitor plans, with support of teachers, to communicate paths to successful graduation at the end of each semester and communicate student graduation progress after each semester to parents

- house electronically in eSD
- include graduation requirements in district printed calendar
- include graduation requirements in curriculum catalog

3.2.3. Train students in strategies to monitor their own academic progress

3.2.4. Develop a data system to follow individual student achievement to filter into tiered system

- provide early warning maps to include attendance, academic, discipline, assessments, etc.
- provide training and development time with BOCES to develop maps

3.2.5. Review, revise and enforce grading policy and practice to provide consistency across the district

- promotion policy and practice
- grading practices packet

3.2.6. Promote college and career vision for students beginning in grade K

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## Strategic Intent: Parent and Community Engagement

4. By 2021-2022, increase family engagement as measured by attendance at school events.

### Strategy:

4.1. Increase participation in Family Engagement Survey.

### Action Plans:

4.1.1. Provide Parent/Family Engagement and Community Surveys to residents during the annual budget vote  
 - develop survey on families chose of LPS or other schools  
 - make survey available in registration office and online

4.1.2. Provide Parent Voice Survey paper copies to community at schools, central office and libraries  
 - open houses  
 - honors breakfast, coffee with principal  
 - online, extend the link  
 - concerts  
 - guidance office  
 - parent conferences, family night  
 - shorten survey to 10 to 15 questions, agree – disagree – not applicable  
 - increase opportunities to take survey  
 - insert translated surveys into Spanish and Arabic for district printed calendar

4.1.3. Provide assistance through the Central Office, school buildings and public library to families in completing survey

4.1.4. Provide multiple supported opportunities/incentives throughout the community for completing surveys

4.1.5. Advertise the survey in various ways (mayor's office message, etc.)

4.1.6. Communicate the importance and value of responding to parent calls and concerns  
 - return calls to parents within 48 hours  
 - log calls in eSchoolData

4.1.7. Shorten Teacher Voice and Student Voice surveys

4.1.8. Meet with key community leaders to share intents

4.1.9. Develop a resource of activities that the District is doing in and with the community  
 - create space on District website for community events and activities that involve the District, use the District's facilities, etc.  
 - use online calendar for the community events and activities  
 - create a system of communication to provide to person who can keep website resource updated

4.1.10. Create process to submit press release to Front page, Buffalo News, etc.

# Communication + Collaboration = Coherence for Student Achievement

## Strategic Intent: Culture

5. By 2021-2022, 100% of students and staff will have shared beliefs that form the foundation of a positive culture

## Strategy:

- 5.1. Create a system which fosters district-wide collaboration and communication

## Action Plans:

- 5.1.1. Promote collaboration and communication through central office, building and teacher role-modeling
  - communicate expectations for professional behaviors, attire, and interactions.
  - provide message of expectations to staff positively
  - provide a clear definition Professionalism
- 5.1.2. Increase school visitation from Central office for support and progress monitoring
- 5.1.3. Address collaboration efforts at regularly scheduled meetings
- 5.1.4. Increase staff and student attendance
  - monitor data (eSD for students, Finance Manager for staff)

# Communication + Collaboration = Coherence for Student Achievement

## Strategic Intent: Positive Culture

5. By 2021-2022, 100% of students and staff will have shared beliefs that form the foundation of a positive culture.

## Strategy:

- 5.2. Develop an environment in each school which supports appropriate social, emotional, and behavioral skills.

## Action Plans:

- 5.2.1. Continue to use the successful elements of PBIS and continue to monitor through data and narrative
  - <http://www.safeandcivilschools.com/>
  - visit successful behaviors programs with the idea of implementing new strategies
- 5.2.2. Continue to develop support groups and mentoring for students
  - Big brothers and big sisters coming in MS and HS
  - Gary McGuey at MS
- 5.2.3. Offer increased number of clubs and activities to connect students with school
  - modified sports for grade 7 and 8
  - girls on the right track
- 5.2.4. Increase parent contact to inform of both problem areas and successes of students
  - train teachers on using call log in eSchoolData. Determine which log system to use
  - train teachers on using discipline tab in eSD
  - train administrators on using discipline tab in eSD, including escalating an incident to VADIR / DASA
- 5.2.5. Use parent and student surveys to monitor and measure cultural progress